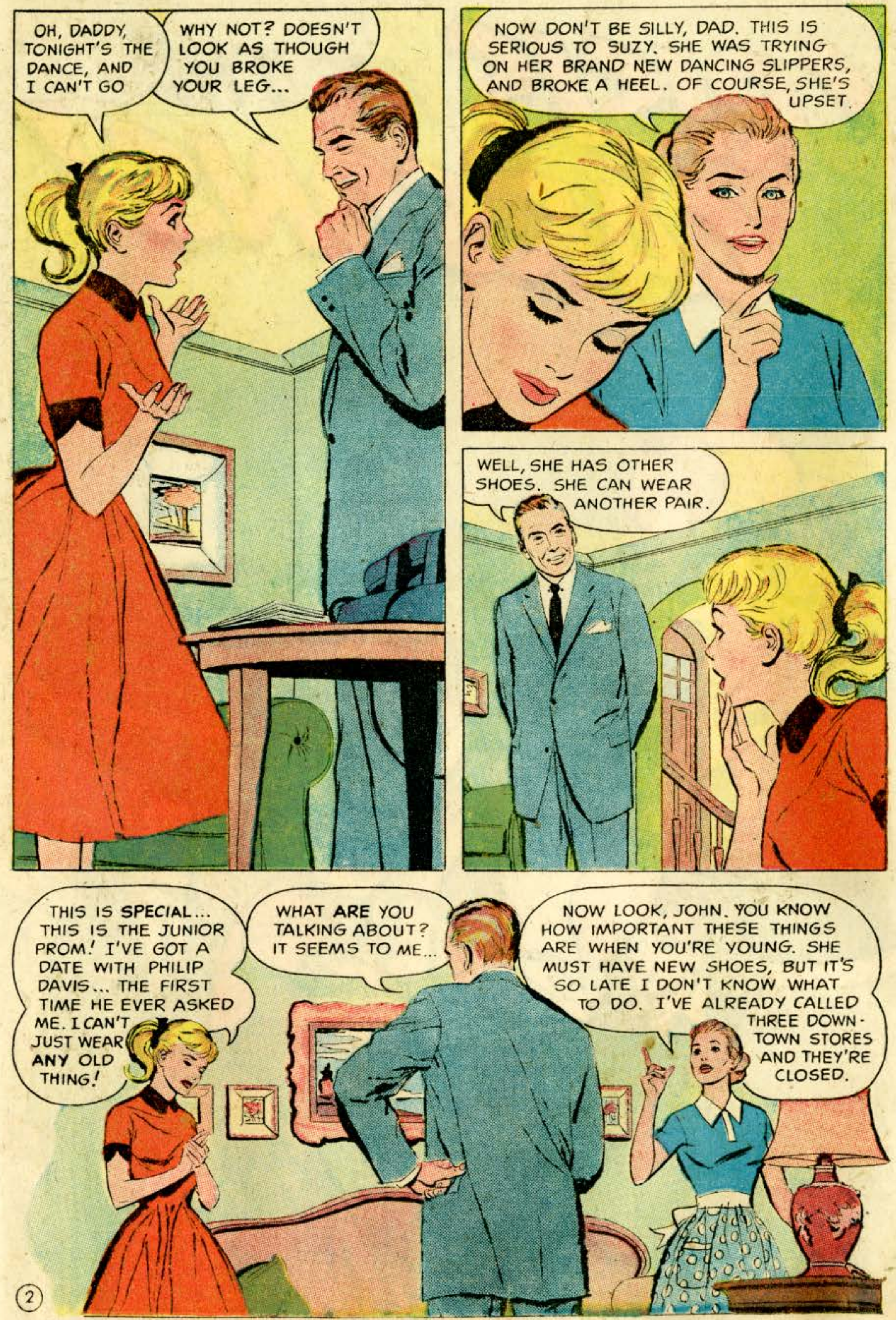
CRISIS AT THE CARSONS!



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WAIT A MINUTE! I JUST PASSED THOM McAN'S A FEW MINUTES AGO AND THEY WERE STILL OPEN. BUT, JUST TO MAKE SURE, MARY, PHONE THEM THAT WE'RE ON OUR WAY. C'MON, SUZY.
C'N I GO, TOO, DAD?
...YES, THEY'RE ON THEIR WAY. AND THANKS FOR WAITING. IT'S SO IMPORTANT TO SUZY.
NOT AT ALL, MRS. CARSON. I'LL BE WAITING.
Thom McAn
BUT, DADDY, THOM McAN SELLS **MEN'S** SHOES. I CAN'T GET WHAT I NEED THERE.
WELL, I GUESS YOU HAVEN'T SEEN THEIR **NEW** STORE. I BOUGHT MY LAST THOM McAN'S THERE. I **KNOW** THEY CARRY WOMEN'S SHOES... REAL PRETTY ONES, TOO.
I'LL **BET**! WHAT DO **MEN** KNOW ABOUT WOMEN'S SHOES? THEY'RE PROBABLY ALL OLD LADIES SHOES WITH BUILT-IN ARCH-SUPPORTS.
WELL, I ADMIT I'M NO STYLE EXPERT-- BUT I'M NOT BLIND, EITHER. JUST YOU WAIT AND SEE.
O-O-O-H!.. THIS **IS** NICE. LET'S HURRY, DADDY.
BOY, THIS PARKING LOT'S BIG ENOUGH FOR A FOOTBALL GAME.
Thom McAn
Thom McAn WOMEN MEN GIRLS BOYS
Thom McAn WOMEN GIRLS Thom McAn MEN BOYS
NO FOOTBALL, ROBERT, BUT AT LEAST THERE'S **ALWAYS** ROOM TO PARK. MR. ANDERSON TELLS ME THAT THOM McAN HAS LOTS OF THESE HIGHWAY STORES, AND THEY'RE BUILDING MORE ALL THE TIME.

OH, YOU WERE RIGHT, DAD, THEY **ARE** NICE! AND SO MANY DIFFERENT STYLES.
FOR BOTH **MEN** AND **WOMEN**, TOO! COME ALONG NOW!
HELLO, MR. ANDERSON, MIGHTY NICE OF YOU TO WAIT.
NO TROUBLE AT ALL, MR. CARSON. THOM McAN HAS **TWO** SPECIALTIES, YOU KNOW... BETTER SHOES FOR LESS MONEY **AND** CUSTOMER SERVICE.
THIS IS JACK TRAVERS. HE'S HELPING OUT PART-TIME HERE.
HOW DO YOU DO, SIR. HI, SUZY. MR. ANDERSON TOLD ME ABOUT A BIG CRISIS!
Thom McAn
SORRY WE'RE HOLDING YOU UP, TOO, YOUNG MAN.
OH, THAT'S ALL RIGHT! I PLAN TO MAKE A CAREER OF THOM McAN, SO THE MORE I LEARN ABOUT SERVICE THE BETTER.
YOU CERTAINLY DO HAVE A GOOD LOOKING STORE. IT'S A PLEASURE TO BUY HERE.
WELL, **WE'RE** PROUD OF IT, MR. CARSON. WE LIKE TO FEEL THAT OUR STORES ARE AS MODERN AND WELL-DESIGNED AS THE SHOES WE SELL. NOW SIT RIGHT HERE, YOUNG LADY.
BOY... AN' LOOK AT ALL THE SHOES! BETCHA THERE'S A MILLION OF 'EM!
WELL, NOT A MILLION. BUT THOM McAN DOES HAVE A **LOT** OF STYLES, AND SIZES TOO. ENOUGH SO **EVERYBODY** CAN FIND EXACTLY WHAT THEY WANT! THAT'S A PART OF THE THOM McAN SERVICE, YOU KNOW.
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NOW... LET'S BE SURE OF THE SIZE. CAN'T BE TOO CAREFUL THERE. HMMMM – 6-B. LET'S MEASURE ONCE MORE, JUST TO BE SURE.
... AND THEY'VE GOT TO BE ESPECIALLY DREAMY ... SILVER OR SOMETHING IN SATIN WE CAN DYE ... OH, BUT WE WON'T HAVE TIME TO DYE...
casual
DON'T WORRY, SUZY. I'M SURE YOU'LL FIND JUST WHAT YOU WANT.
LOOKS AS THOUGH YOU HAVE A WILLING HELPER.
YES... AND I DON'T THINK IT'S **JUST** INTEREST IN HIS **WORK,** EITHER.
SOME TIME LATER...
OH, THEY'RE ALL LOVELY!... SO NICE I CAN'T MAKE UP MY MIND. BUT HAVEN'T YOU...
OH, COME ON, SUZY. WE CAN'T KEEP THESE PEOPLE HERE ALL NIGHT.
NO TROUBLE AT ALL. LET'S LOOK A LITTLE MORE... AFTER ALL, THIS IS A BIG NIGHT, AND SUZY REALLY WANTS TO WOW THE FELLOWS!
BUT SHE HAS TO BE FITTED RIGHT, JACK, DON'T FORGET... THOM MCAN SHOES FIT IN MORE WAYS THAN ONE.
WHAT DO YOU MEAN BY THAT, MR. ANDERSON?
OH IT'S JUST A PHRASE TO EMPHASIZE AN IMPORTANT POINT ABOUT THOM MCAN. YOU SEE...
"THERE'S A THOM MCAN SHOE TO FIT EVERY SIZE FOOT... FIT EVERY STYLE NEED AND FIT EVERYONE'S BUDGET. IN OTHER WORDS... THERE'S A THOM MCAN SHOE TO PLEASE EVERY MEMBER OF THE FAMILY -- FOR WORK, DRESS, PLAY, OR JUST PLAIN LOAFING.
OH... **THOSE** ARE NICE! LET ME TRY THEM ON. MY, YOU CERTAINLY KNOW YOUR WAY AROUND THE STORE.
WELL, I'M WORKING HERE AFTER SCHOOL AND ON SATURDAYS UNTIL I GRADUATE FROM SCHOOL.
Hosiery
YOU MEAN YOU'LL BE WORKING IN THIS STORE?

I'M PLANNING ON IT. THOM McCAN JOBS HAVE A REAL FUTURE. ASK MR. ANDERSON... HE'S BEEN WITH THOM McCAN 14 YEARS.
JACK OUGHT TO GET AHEAD FAST.
YES, AT THOM McCAN, EVERYONE GETS GOOD TRAINING. AND THE WAY WE'RE GROWING – WITH NEW STORES GOING UP ALL THE TIME – THERE'S A LOT OF OPPORTUNITY.
WHILE DAD AND MR. ANDERSON HAVE BEEN TALKING, SUZY'S PROBLEM HAS BEEN SOLVED.
O-O-O-H, DAD, THEY'RE DREAMY... EXACTLY WHAT I WANTED. GEE, THANKS, JACK. AND THANK YOU, MR. ANDERSON.
YOU'RE ENTIRELY WELCOME, SUZY. I KNEW WE'D FIND WHAT YOU WANTED.
SAY... FOR AN OUTFIT THAT STARTED OUT IN **MEN'S** SHOES, YOU SEEM TO BE JUST AS OUTSTANDING IN WOMEN'S SHOES.
DON'T GET THE WRONG IDEA. THOM McCAN **IS** THE BEST-SELLING MEN'S BRAND IN ALL AMERICA. WE OUTSELL THE NEXT LARGEST BRAND 4 TO 1.
6
BUT NOW WE'RE EXPANDING OUR **FAMILY** STORES. SOON WE'LL HAVE THEM MOST EVERYWHERE. AS A RESULT, WE'RE LEADING THE FIELD WITH WOMEN'S SHOES, TOO. WHY, IN OUR MR. THOM DESIGNER FASHIONS...

"OUR DESIGNERS SCOUR THE WORLD FOR THE LATEST FASHION TRENDS... ADAPT THEM TO AMERICAN TASTES...
"SMOOTH AND ELEGANT FROM ITALY...
"SLEEK AND SMART FROM PARIS...
"AND FROM YOUNG AMERICA—CASUAL AND LIVELY!
"SO WITH OUR WOMEN'S SHOES, WE HAVE HUNDREDS OF STYLES, ALWAYS CHANGING... FROM FLATS, PLAYSHOES AND CASUALS TO HIGH-FASHION DRESS AND EVENING SHOES..."
WELL THAT SOUNDS VERY IMPRESSIVE. I SUPPOSE YOU DON'T NEED NEARLY AS MANY STYLES FOR MEN AND BOYS AS FOR WOMEN AND GIRLS.
OH, STYLES CHANGE THERE, TOO--
IN THE THOM MCAN LINE WE CARRY MORE THAN 200 MEN'S STYLES... FROM THE DRESS SHOE CLASSICS TO THE SPORTIEST LEISURE SHOES. AND THAT INCLUDES SHOES WITH THE NEW ITALIAN INFLUENCE, OR WHATEVER ELSE IS NEW.
ALL US FELLOWS KNOW THAT THOM MCAN'S THE PLACE TO GET THE REAL COOL STYLES...
"YES, WE DESIGN OUR SHOES TO FIT THE WAY OUR CUSTOMERS WANT TO LIVE AND WORK AND RELAX. IN QUALITY, STYLE — AND FIT... THOM MCAN SHOES MEET OUR CUSTOMERS' DEMANDS FOR BETTER THINGS AT PRICES THEY CAN AFFORD."
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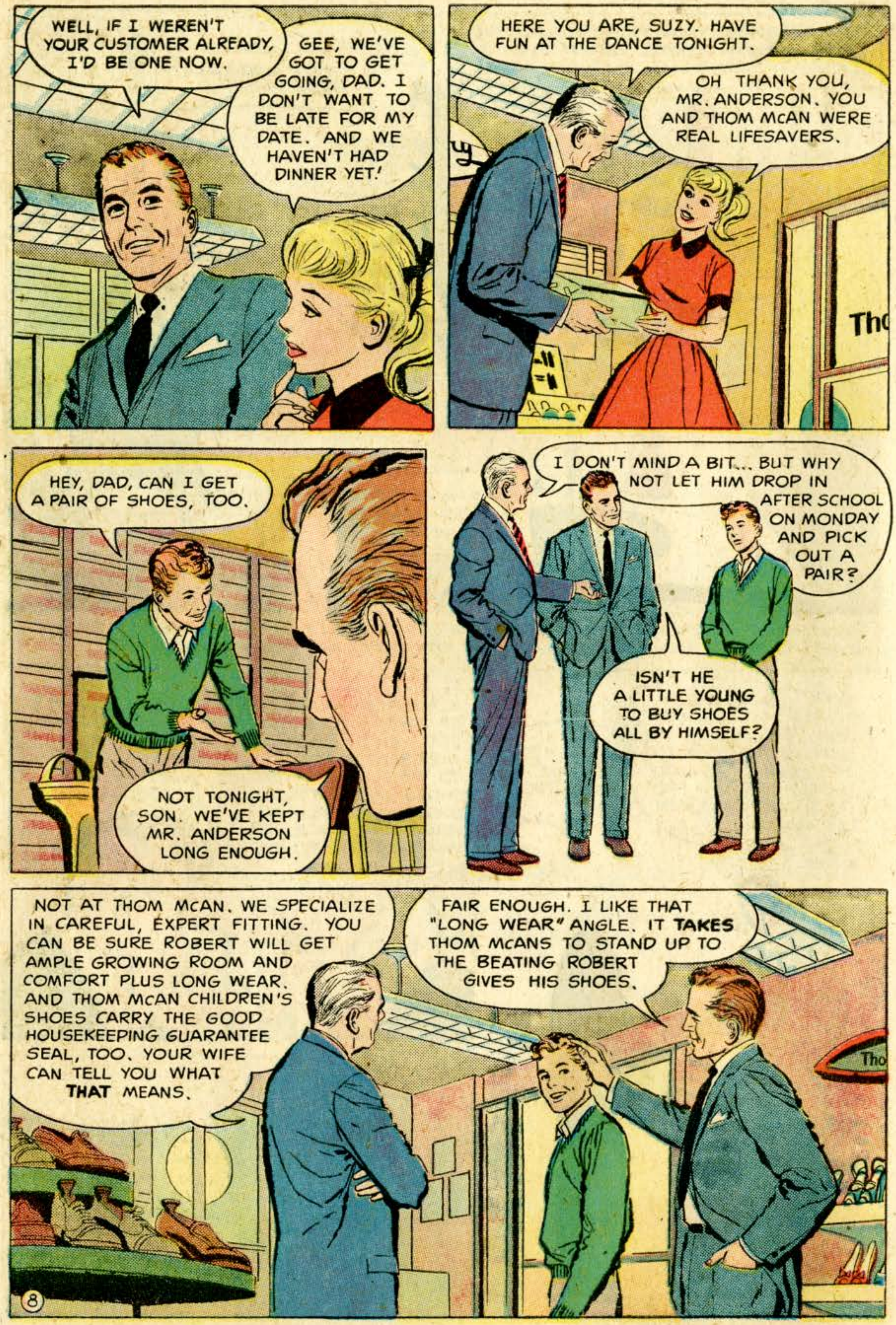
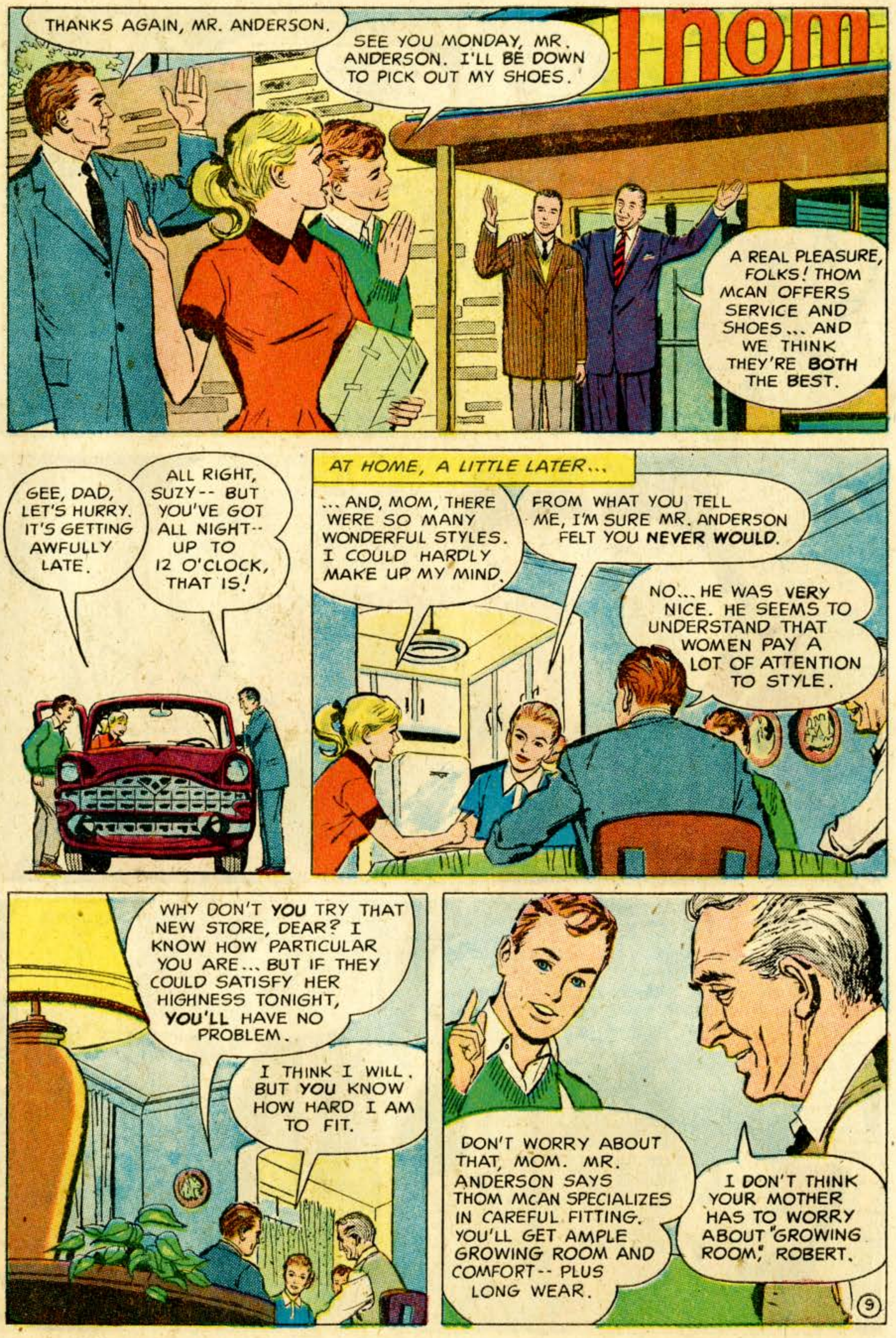

WELL, IF I WEREN'T YOUR CUSTOMER ALREADY, I'D BE ONE NOW.
GEE, WE'VE GOT TO GET GOING, DAD. I DON'T WANT TO BE LATE FOR MY DATE. AND WE HAVEN'T HAD DINNER YET!
HERE YOU ARE, SUZY. HAVE FUN AT THE DANCE TONIGHT.
OH THANK YOU, MR. ANDERSON. YOU AND THOM MCAN WERE REAL LIFESAVERS.
HEY, DAD, CAN I GET A PAIR OF SHOES, TOO.
NOT TONIGHT, SON. WE'VE KEPT MR. ANDERSON LONG ENOUGH.
I DON'T MIND A BIT... BUT WHY NOT LET HIM DROP IN AFTER SCHOOL ON MONDAY AND PICK OUT A PAIR?
ISN'T HE A LITTLE YOUNG TO BUY SHOES ALL BY HIMSELF?
NOT AT THOM MCAN. WE SPECIALIZE IN CAREFUL, EXPERT FITTING. YOU CAN BE SURE ROBERT WILL GET AMPLE GROWING ROOM AND COMFORT PLUS LONG WEAR. AND THOM MCAN CHILDREN'S SHOES CARRY THE GOOD HOUSEKEEPING GUARANTEE SEAL, TOO. YOUR WIFE CAN TELL YOU WHAT **THAT** MEANS.
FAIR ENOUGH. I LIKE THAT "LONG WEAR" ANGLE. IT **TAKES** THOM MCANS TO STAND UP TO THE BEATING ROBERT GIVES HIS SHOES.
8



THANKS AGAIN, MR. ANDERSON.
SEE YOU MONDAY, MR. ANDERSON. I'LL BE DOWN TO PICK OUT MY SHOES.
THOM
A REAL PLEASURE, FOLKS! THOM McCAN OFFERS SERVICE AND SHOES... AND WE THINK THEY'RE **BOTH** THE BEST.
GEE, DAD, LET'S HURRY. IT'S GETTING AWFULLY LATE.
ALL RIGHT, SUZY-- BUT YOU'VE GOT ALL NIGHT-- UP TO 12 O'CLOCK, THAT IS!
AT HOME, A LITTLE LATER...
... AND, MOM, THERE WERE SO MANY WONDERFUL STYLES. I COULD HARDLY MAKE UP MY MIND.
FROM WHAT YOU TELL ME, I'M SURE MR. ANDERSON FELT YOU **NEVER WOULD**.
NO... HE WAS VERY NICE. HE SEEMS TO UNDERSTAND THAT WOMEN PAY A LOT OF ATTENTION TO STYLE.
WHY DON'T **YOU** TRY THAT NEW STORE, DEAR? I KNOW HOW PARTICULAR YOU ARE... BUT IF THEY COULD SATISFY HER HIGHNESS TONIGHT, **YOU'LL** HAVE NO PROBLEM.
I THINK I WILL. BUT **YOU** KNOW HOW HARD I AM TO FIT.
DON'T WORRY ABOUT THAT, MOM. MR. ANDERSON SAYS THOM McCAN SPECIALIZES IN CAREFUL FITTING. YOU'LL GET AMPLE GROWING ROOM AND COMFORT-- PLUS LONG WEAR.
I DON'T THINK YOUR MOTHER HAS TO WORRY ABOUT "GROWING ROOM," ROBERT.

GEE, IT'S GETTING LATE. I'VE GOT TO BATHE AND DRESS. MAY I SKIP THE DISHES TONIGHT, MOM?
CERTAINLY, SUZY, YOU RUN ALONG. ROBERT AND I'LL DO THEM.
A LITTLE LATER...
♫ I COULD HAVE ♪ DANCED ALL NIGHT... I COULD HAVE ♫ DANCED ALL NIGHT... OH, HELLO, MOM...
HI, HONEY. I THOUGHT I MIGHT HELP YOU. MY... YOU LOOK EXCITED.
OH, MOM, DO YOU THINK I'LL LOOK ALL RIGHT? IT'S TERRIBLY IMPORTANT. Y'KNOW PHIL'S ABOUT THE MOST POPULAR FELLOW -- OH, MOM, I JUST HAVE TO LOOK NICE.
PRETTY IS AS PRETTY DOES, SWEETHEART. EVEN IF YOU LOOK LIKE A DREAM, YOU MUST ACT LIKE A LADY, TOO. DON'T EVER FORGET THAT.
MEANWHILE...
HMPH. I HAVE TO LAUGH WHEN SOMEBODY DISCOVERS THOM MCAN. I'VE KNOWN THESE FOLKS FOR 30 YEARS. FINE PEOPLE, TOO!
YOU KNOW MR. MCAN?... FROM WHEN YOU WERE IN THE LEATHER BUSINESS?
10
WELL, ROBERT, I KNEW THE MAN WHO FOUNDED THE CHAIN, FRANK MELVILLE. IT WAS JUST AFTER HE OPENED THE FIRST THOM MCAN STORE WHEN I ALMOST LOST THEIR BUSINESS....

BACK IN 1922...
...AND THAT'S THE REASON I WANTED TO SEE YOU, CARSON. YOUR LAST SHIPMENT WAS DEFINITELY NOT UP TO SNUFF, AND I WANT YOU TO REPLACE IT. WHEN I SAY THOM MCAN WANTS THE BEST, I MEAN THE **BEST!**
OF COURSE WE'LL BE GLAD TO REPLACE THE ORDER. BUT IT SEEMS TO ME YOU'RE "BUYING HIGH AND SELLING LOW." HOW CAN YOU DO IT IN A CHEAP LINE?
JUST A MINUTE, MR. CARSON! THOM MCAN IS A **LOW-PRICE** SHOE, **BUT IT IS *NOT CHEAP!!!*** THOM MCAN SHOES CARRY MORE HONEST VALUE PER DOLLAR THAN ANY OTHER SHOE IN THE WORLD! WE SELL **QUALITY** AT A LOW PRICE. AND LET ME TELL YOU...
SORRY, MR. MELVILLE, I DIDN'T MEAN THAT THE WAY IT SOUNDED. I JUST DON'T UNDERSTAND HOW YOU CAN AFFORD IT...
WE CAN'T AFFORD ANYTHING ELSE. WE KNOW THE ONLY WAY TO BUILD OUR BUSINESS IS TO BUILD A REPUTATION FOR **HIGH QUALITY** AT **LOW PRICES.** THE FIRST STEP TOWARD HIGH QUALITY IS FINE LEATHERS FROM THE BEST TANNERS.
AND THE SECRET OF THOM MCAN'S LOWER PRICES IS THE COMBINATION OF THREE BASIC PRINCIPLES THAT ARE GOING TO MAKE US THE BIGGEST SHOE BUSINESS IN THE WORLD: **MASS PRODUCTION, CO-ORDINATED PRODUCTION** AND **DIRECT SELLING.**
HE WAS RIGHT, TOO. THAT WAS WAY BACK IN 1922. AND THEY GREW AND GREW FAST... STILL GROWIN', IN FACT. MORE'N 800 STORES, LAST I HEARD, AND THEY'RE BUILDIN' MORE EVERY DAY.
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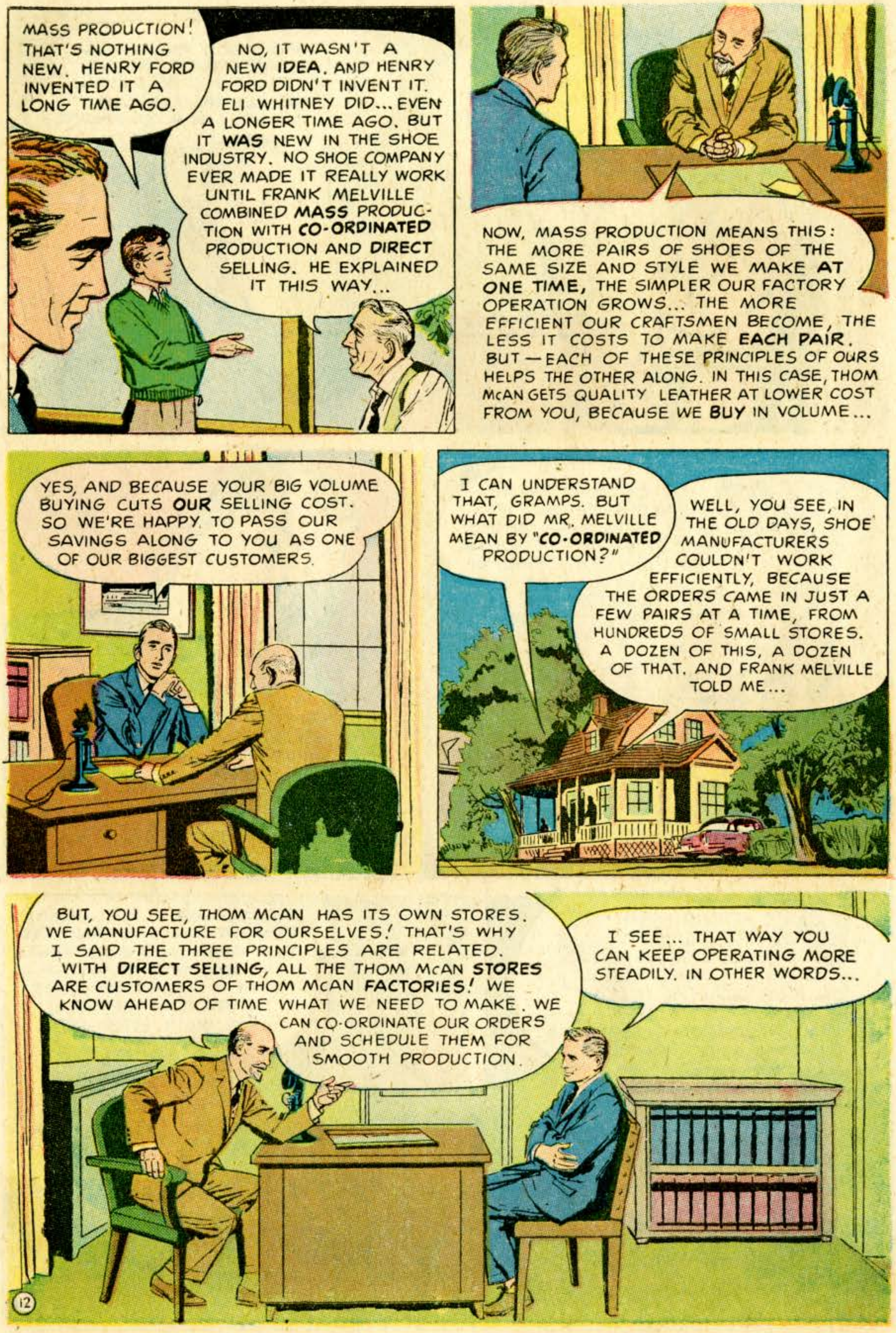
MASS PRODUCTION! THAT'S NOTHING NEW. HENRY FORD INVENTED IT A LONG TIME AGO.
NO, IT WASN'T A NEW IDEA. AND HENRY FORD DIDN'T INVENT IT. ELI WHITNEY DID... EVEN A LONGER TIME AGO. BUT IT WAS NEW IN THE SHOE INDUSTRY. NO SHOE COMPANY EVER MADE IT REALLY WORK UNTIL FRANK MELVILLE COMBINED MASS PRODUCTION WITH CO-ORDINATED PRODUCTION AND DIRECT SELLING. HE EXPLAINED IT THIS WAY...
NOW, MASS PRODUCTION MEANS THIS: THE MORE PAIRS OF SHOES OF THE SAME SIZE AND STYLE WE MAKE AT ONE TIME, THE SIMPLER OUR FACTORY OPERATION GROWS... THE MORE EFFICIENT OUR CRAFTSMEN BECOME, THE LESS IT COSTS TO MAKE EACH PAIR. BUT—EACH OF THESE PRINCIPLES OF OURS HELPS THE OTHER ALONG. IN THIS CASE, THOM MCAN GETS QUALITY LEATHER AT LOWER COST FROM YOU, BECAUSE WE BUY IN VOLUME...
YES, AND BECAUSE YOUR BIG VOLUME BUYING CUTS OUR SELLING COST. SO WE'RE HAPPY TO PASS OUR SAVINGS ALONG TO YOU AS ONE OF OUR BIGGEST CUSTOMERS.
I CAN UNDERSTAND THAT, GRAMPS. BUT WHAT DID MR. MELVILLE MEAN BY "CO-ORDINATED PRODUCTION?"
WELL, YOU SEE, IN THE OLD DAYS, SHOE MANUFACTURERS COULDN'T WORK EFFICIENTLY, BECAUSE THE ORDERS CAME IN JUST A FEW PAIRS AT A TIME, FROM HUNDREDS OF SMALL STORES. A DOZEN OF THIS, A DOZEN OF THAT. AND FRANK MELVILLE TOLD ME...
BUT, YOU SEE, THOM MCAN HAS ITS OWN STORES. WE MANUFACTURE FOR OURSELVES! THAT'S WHY I SAID THE THREE PRINCIPLES ARE RELATED. WITH DIRECT SELLING, ALL THE THOM MCAN STORES ARE CUSTOMERS OF THOM MCAN FACTORIES! WE KNOW AHEAD OF TIME WHAT WE NEED TO MAKE. WE CAN CO-ORDINATE OUR ORDERS AND SCHEDULE THEM FOR SMOOTH PRODUCTION.
I SEE... THAT WAY YOU CAN KEEP OPERATING MORE STEADILY. IN OTHER WORDS...
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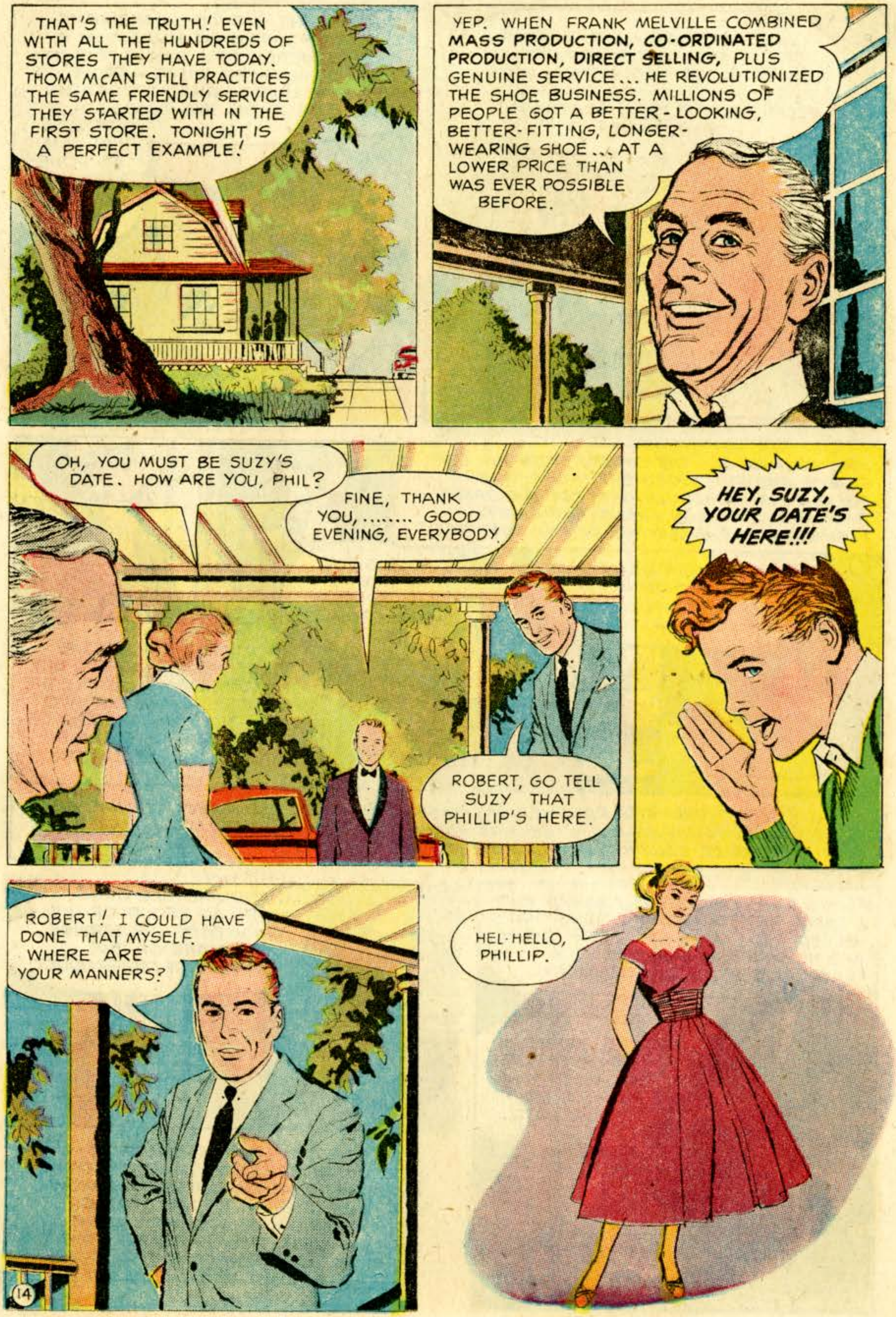
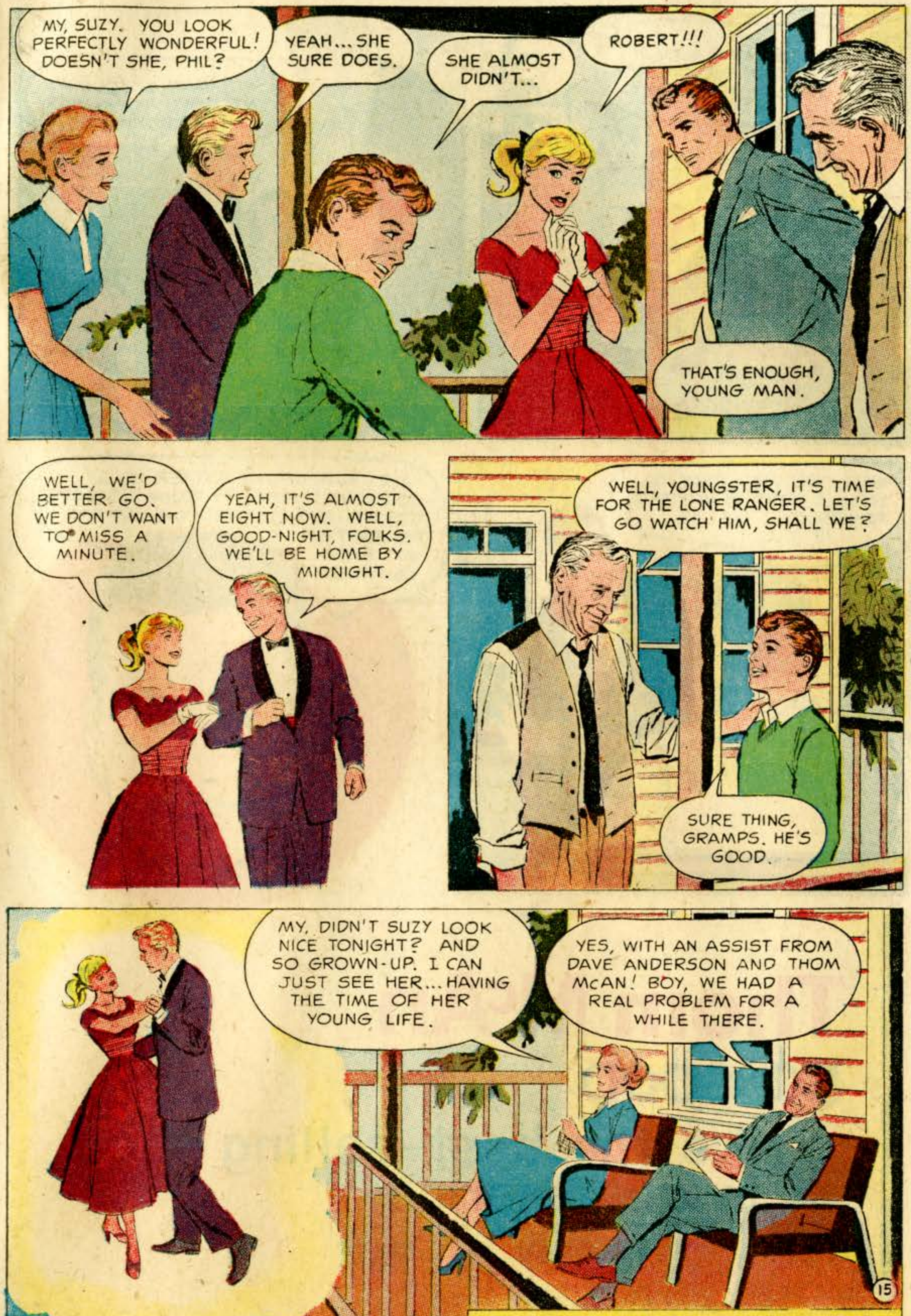
... STEADIER JOBS. AND STEADIER JOBS ATTRACT BETTER WORKERS. SO **CO-ORDINATED PRODUCTION** ADDS TO THE QUALITY OF THE SHOES, BECAUSE OF BETTER WORKMANSHIP. RIGHT?
THAT'S RIGHT. AND WORKMANSHIP IS EXTREMELY IMPORTANT TO US. WHY IN THE PRODUCTION OF A SINGLE PAIR OF THOM McAN SHOES THERE ARE 58 SEPARATE **HAND-**SKILLED OPERATIONS, IN ADDITION TO THE SEMI-AUTOMATIC OPERATIONS THAT CAN BE DONE BEST BY MODERN MACHINES.
"AND BECAUSE ALL THE ORDERS FROM ALL OUR STORES ARE PUT TOGETHER INTO A SINGLE PRODUCTION SCHEDULE--INTO ONE BIG ORDER— THOM McAN CAN PLAN AHEAD. AND CAREFUL **PLANNING** MEANS **SAVING** IN ANY BUSINESS."
THE YOUNG MEN WILL REALLY GO FOR THAT STYLING! WE'LL PUT IT IN THE FALL LINE, FIVE WAYS.
WE'RE ADDING FIVE STYLES IN THAT NEW LEATHER. BE SURE WE'RE COVERED FOR IT.
NO, HOLD DELIVERY FOR EIGHT WEEKS. BUT I'LL BUY THE LEATHER NOW, WHILE THE PRICE IS RIGHT. MAKE IT TWO HUNDRED THOUSAND INSTEAD OF ONE, AND BE SURE I GET THE ADDITIONAL QUANTITY DISCOUNT.
"SO, YOU SEE, **CO-ORDINATED PRODUCTION, MASS PRODUCTION** AND **DIRECT SELLING** ARE ALL INTER-RELATED. AND WHEN THEY ALL WORK TOGETHER, THEY ADD UP TO A **HIGH QUALITY PRODUCT**, SELLING FOR THE **LOWEST POSSIBLE PRICE**."
HE WAS RIGHT, OF COURSE, GRAMPS. BUT I THINK THERE'S ANOTHER THING THAT'S HELPED THOM McAN GET WHERE THEY ARE NOW: THE KIND OF FRIENDLY, PERSONAL **SERVICE** WE GOT TODAY.
YES, INDEED. I REMEMBER SOMETHING ELSE FRANK MELVILLE TOLD ME THAT DAY...
... AND ANOTHER THING. WE'RE AS PROUD OF THE QUALITY OF OUR **SERVICE**, AS WE ARE OF THE QUALITY OF OUR PRODUCT.
"...WE'RE NOT OUT TO JUST SELL SHOES-- WE'RE OUT AFTER **SATISFIED** CUSTOMERS. WE KNOW OUR **QUALITY** IS RIGHT. WE KNOW OUR **PRICE** IS RIGHT. WE WANT TO BE CERTAIN OUR CUSTOMERS KNOW THEIR **CHOICE** IS RIGHT... THE RIGHT STYLE... THE RIGHT SIZE... THE RIGHT SHOE. TO DO THAT, OUR **SERVICE** MUST BE RIGHT. AND IT IS."


THAT'S THE TRUTH! EVEN WITH ALL THE HUNDREDS OF STORES THEY HAVE TODAY. THOM MCAN STILL PRACTICES THE SAME FRIENDLY SERVICE THEY STARTED WITH IN THE FIRST STORE. TONIGHT IS A PERFECT EXAMPLE!
YEP. WHEN FRANK MELVILLE COMBINED **MASS PRODUCTION, CO-ORDINATED PRODUCTION, DIRECT SELLING,** PLUS GENUINE SERVICE... HE REVOLUTIONIZED THE SHOE BUSINESS. MILLIONS OF PEOPLE GOT A BETTER-LOOKING, BETTER-FITTING, LONGER-WEARING SHOE... AT A LOWER PRICE THAN WAS EVER POSSIBLE BEFORE.
OH, YOU MUST BE SUZY'S DATE. HOW ARE YOU, PHIL?
FINE, THANK YOU, ... GOOD EVENING, EVERYBODY.
ROBERT, GO TELL SUZY THAT PHILLIP'S HERE.
HEY, SUZY, YOUR DATE'S HERE!!!
ROBERT! I COULD HAVE DONE THAT MYSELF. WHERE ARE YOUR MANNERS?
HEL-HELLO, PHILLIP.
14


MY, SUZY. YOU LOOK PERFECTLY WONDERFUL! DOESN'T SHE, PHIL?
YEAH... SHE SURE DOES.
SHE ALMOST DIDN'T...
ROBERT!!!
THAT'S ENOUGH, YOUNG MAN.
WELL, WE'D BETTER GO. WE DON'T WANT TO MISS A MINUTE.
YEAH, IT'S ALMOST EIGHT NOW. WELL, GOOD-NIGHT, FOLKS. WE'LL BE HOME BY MIDNIGHT.
WELL, YOUNGSTER, IT'S TIME FOR THE LONE RANGER. LET'S GO WATCH HIM, SHALL WE?
SURE THING, GRAMPS. HE'S GOOD.
MY, DIDN'T SUZY LOOK NICE TONIGHT? AND SO GROWN-UP. I CAN JUST SEE HER... HAVING THE TIME OF HER YOUNG LIFE.
YES, WITH AN ASSIST FROM DAVE ANDERSON AND THOM McAN! BOY, WE HAD A REAL PROBLEM FOR A WHILE THERE.
15
MEANWHILE, AT JACK TRAVERS' HOME...

Thom McAn

SO GOOD

it's the best-selling shoe
in all America